

**Department of the Army  
Acquisition Process  
for the  
Rapid Improvement Team (RIT) Pilot**



**Transportation Coordinators' Automated Information  
for Movements System II (TC AIMS II)**

30 September 2002

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# **1. Background**

## ***A. Army Participation in the RIT Pilot Process***

The Army nominated Transportation Coordinators' Automated Information for Movements System II (TC AIMS II) as its pilot project under the Rapid Improvement Team (RIT) as directed by the 21 Dec 01 OSD Memorandum "Designation of Pilot Programs for the Rapid Improvement Team (RIT) for IT Acquisition Management Transformation." As part of the RIT pilot, TC AIMS II will experiment with changes to acquisition management and oversight processes without negatively impacting program cost, performance, and schedule. A goal will be to meet Congressional, Public Law, and other regulatory directives as innovative acquisition processes are experimented with. The intent of innovative acquisition management processes are those that provide streamlined results to accomplish the identified program objectives. Information will be specific enough to reduce oversight from PEO EIS, ASA (ALT), and ASD C3I. TC AIMS II is currently the only RIT program that will remain an ACAT IAM program.

## ***B. System Description.***

TC-AIMS II automates the processes of planning, organizing, coordinating, and controlling unit-related deployments, sustainment, day-to-day Installation Transportation Officer/Transportation Management Officer (ITO/TMO) operations, redeployment, and retrograde operations in support of the Defense Transportation System (DTS). It will interface with installation, unit and depot-level supply systems, the Global Transportation Network (GTN), Joint Operational Planning and Execution System (JOPES) through the use of the Joint Force Requirements Generator II (JFRG II); and will be capable of supporting both peacetime and wartime requirements. TC-AIMS II will produce movement documentation and unit move information. It will furnish timely information to major commands (MAJCOMs/MACOMs), Transportation Component Commands (TCCs), USTRANSCOM, and the Joint Deployment Community. As a DoD source movement information system, TC-AIMS II will be a primary source of information for in-transit visibility and transportation management over cargo and passenger movement during peace, operations other than war, and war. TC-AIMS II will integrate the functionality of selected Service-unique transportation legacy systems into a single AIS migration system. It will consist of a scaleable, deployable, distributed system environment, compliant with the Joint Technical Architecture (JTA), and Defense Information Infrastructure (DII)/Common Operating Environment (COE).

## ***C. Acquisition Life Cycle***

TC AIMS II will participate in the RIT Pilot from 1 Jun 02 through 31 Dec 03. The RIT will focus on the development, testing, and fielding decision of Block 2, Enhanced Unit Movement. The Block 2 development contract was awarded in Feb 02. A fielding decision is expected in 4QFY03. The Block 2 schedule, as well as the overall program schedule is depicted below.

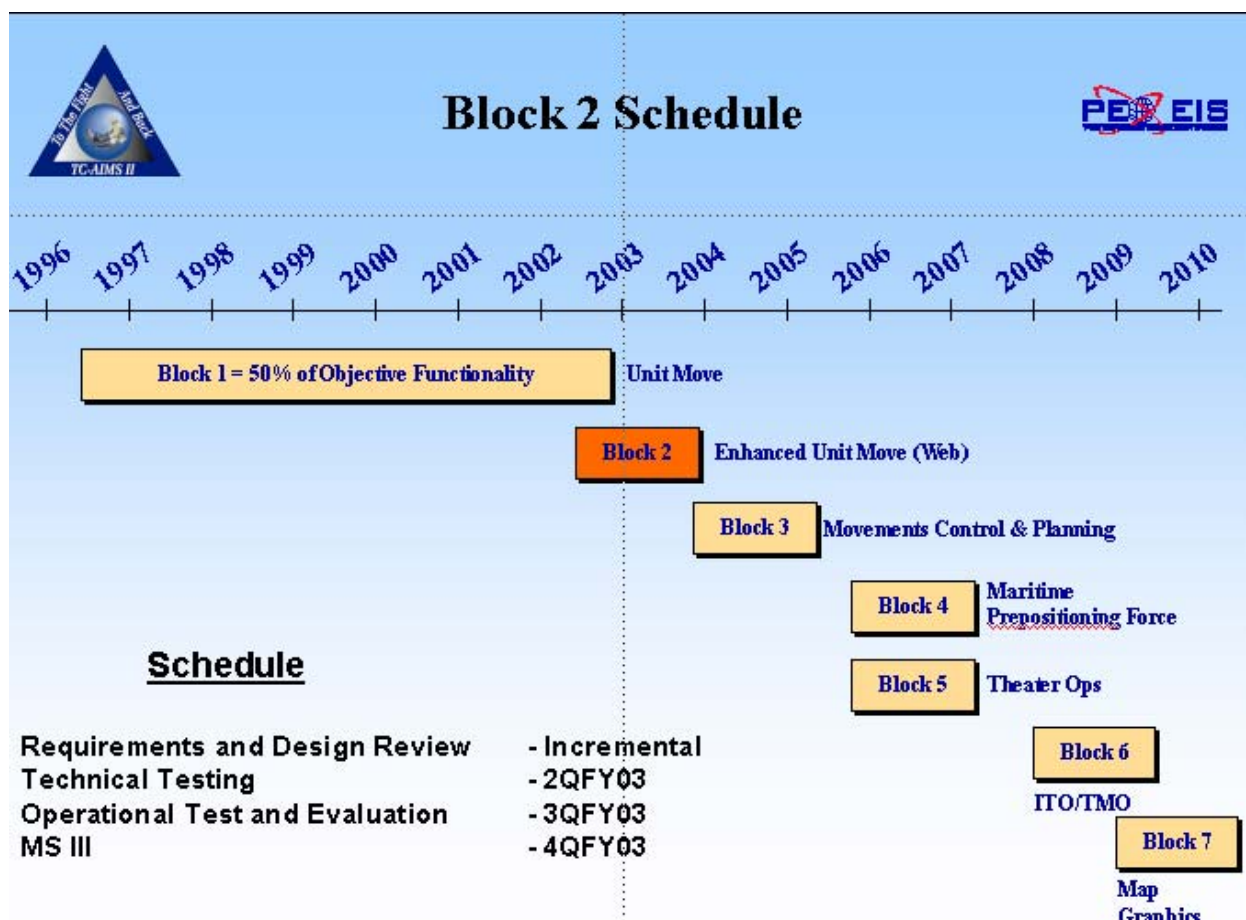


Figure 1 – Block 2 Schedule

## 2. Army RIT Pilot Objectives

The TC AIMS II Program Office plans to achieve the following objectives during the RIT pilot project:

1. Apply a streamlined acquisition process based on the Rapid Improvement Team recommendations to focus resources on rapidly delivering capability to the warfighter by eliminating all documentation that does not directly support the day-to-day acquisition management of TC AIMS II or provide necessary insight to decision makers outside the program office.
2. Shorten the acquisition process wherever possible by utilizing collaborative tools to disseminate information, coordinate acquisition documents, and gain approvals.
3. Streamline acquisition oversight by providing up to date information through the Knowledge Portal so that decision makers have timely insight into the program.
4. Assist PEO EIS, ASA (ALT), and ASD C3I in determining the information set necessary to provide effective program oversight.
5. Based on the above, conduct a virtual ASARC and OIPT.

### **3. Army RIT Pilot Procedures**

#### ***A. Entrance and Exit Criteria***

All entrance criteria for Block 2 are met. The following items constitute the approved exit criteria by ASD C3I:

1. A completed Economic Analysis and approved Joint Cost Position.
2. A favorable PA&E affordability assessment based upon the approved Economic Analysis.
3. A favorable Operational Test Evaluation

Additional Block 2 exit criteria may be added by the Milestone Decision Authority based on program insight or recommendations from external communities such as the OSD Comptroller.

#### ***B. Program Reviews***

Three levels of acquisition oversight exist above the TC AIMS II Program Office; PEO EIS, ASA (ALT), and ASD C3I. While these organizations may request a formal review at any time, the Program Office's objective is to make those reviews unnecessary by providing real time, up-to-date information to the oversight communities through the Knowledge Portal. The Program Office will work closely with these organizations to assist them in determining the information set they require to provide adequate oversight of the program. At a minimum, the Program Office plans to conduct the following "virtual reviews":

1. Quarterly PEO Program Reviews
2. ASARC
3. OIPT

#### ***C. Knowledge Portal***

The Army's Acquisition Information Management (AIM) system, located at <https://aim.rdaisa.army.mil/> will act as the Knowledge Portal. All information required by the oversight organizations will reside within the TC AIMS II program folder or the reporting systems contained within AIM. At a minimum the following information will be provided within AIM:

1. Monthly Acquisition Program Report (MAPR)
2. SMART charts

3. Clinger-Cohen Compliance Checklist
4. Approved program acquisition documentation
5. Minutes of official meetings, WIPTS, etc
6. Program Risks

Additional information will be added to the AIM system as deemed necessary by the oversight organizations. Access to the AIM system may be limited to those individuals responsible for program oversight.

#### ***D. QuickPlace – Collaborative Tool***

QuickPlace is a collaborative tool on the internet that will be used to maintain resources (draft documents, schedules, etc.), related to the TC AIMS II Block 2 effort where everyone can locate and respond to the latest information. Block 2 documents will be worked and approved collaboratively, instead of sequentially by organizations or in group sessions. While the collaborative tool will not eliminate the need to collectively meet to resolve some issues, it should reduce the time necessary to develop and approve documents. QuickPlace is located at: [http://qp.dau.mil/QuickPlace/dod\\_cio\\_rit\\_pilot/Main.nsf/h\\_Toc/21f8d3aca0bba3d485256c0700633d03/?OpenDocument](http://qp.dau.mil/QuickPlace/dod_cio_rit_pilot/Main.nsf/h_Toc/21f8d3aca0bba3d485256c0700633d03/?OpenDocument)

A user ID and password are required. Requests for access should be sent to either:

Mr. Mark Fornaro: <mailto:Mark.Fornaro@US.Army.mil>

or

Mr. Lee DeArmond <mailto:Lee.DeArmond@US.Army.mil>

## **4. Community Agreements**

There are a number of communities that play in the acquisition process that are outside the acquisition chain of command. They include among others T&E, C4ISR, PA&E, and the OSD (C) Financial Management Modernization Program. While OSD has made each of these communities aware of the RIT pilot, there were no OSD-level agreements reached as to how these communities would accommodate the RIT in their existing policies and procedures. To that end, each RIT program must negotiate with these communities to determine their degree of participation in the RIT pilot. PM, TIS will work with each of our external communities and document their participation in the RIT, as it relates to TC AIMS II, and include those agreements as an appendix to this document.

**Appendix A – Army’s Implementation of the RIT Recommendations**

<b>RIT Recommendation</b>	<b>Army Approach to Recommendation</b>
Establish 18 month delivery of mission effective capability in the DoD IM Strategic Plan and SecDef Annual Report, along with other IT goals & measures	The Block 2 contract was awarded in Feb 02. The RIT pilot start date is Jun 02. This will allow the RIT to cover development, testing and fielding decisions for Block2 and initial planning efforts for Block 3.
DOC X: Establish decision to address urgency and risk of pending IT investment. This decision point will: (1) determine the level of documentation for that investment (2) candidates for FAST TRACK (3) oversight approach	The level of detail will be determined by the PM and MDA depending on the scope and complexity of the program (“risk-balanced.”) We will document the PM and MDA agreed upon information set early in the pilot.
FAST TRACK Risk-Based Oversight Initiative for IT Programs. Initiate IT Programs with an abbreviated information set. Operational urgency may require the Department to assume greater risk than permitted by current acquisition policy to reduce cycle time.	The information set will be agreed upon by the PM and MDA, documented in the procedures document and posted to the Knowledge Portal
Standardize oversight requirements for IT documents and approvals	<ul style="list-style-type: none"> <li>▪ All oversight requirements will be agreed to and documented.</li> <li>▪ PM, TIS will monitor other RIT programs’ progress in this area to take advantage of other standardization efforts.</li> </ul>
Establish a flexible process to fund emergent IT/NSS requirements	N/A
Delegate all IT/NSS to Components to maximum extent practicable	N/A TC AIMS II will remain at ASD C3I for oversight
Assess each Component’s oversight, management and acquisition process for conformance to acquisition, CCA and related policies and procedures, to meet 18 month goal	While ASD C3I remains the MDA, the pilot will assist the PEO and AAE in defining their oversight requirements.

Identify the DoD CIO objectives for IT/NSS oversight at the DoD and Component CIO levels, and the essential information required by the DoD and Component CIOs through automated systems to accomplish the CIO responsibilities (e.g., see 8102 language) in conjunction with the KM Portal	All essential oversight information requirements will be documented and made available in the Knowledge Portal.
Create implementation instructions for utilizing evolutionary and spiraling development in the requirements generation and acquisition process. Provide training for understanding spiral development of IT systems.	Will provide lessons learned at the end of the pilot project.
Develop a department -wide IT AOA policy and processes, and a standardized manual.	PM, TIS does not plan to do this since the Block 2 effort is beyond the AOA development stage. If the Army wants to take this on it would have to be resourced outside the PM office.
Develop IT AOA toolkit and data sets to support AOA analysis and generation.	Same as above.
Acquisition ADMs require insight from users, the acquisition community members, analysis community, and the requirement community. Include in the ADMs, scope of the analysis needs to be done, specific critical issues to be answered, and the time frame of the response.	This recommendation deals with restructuring ADMs to address issues and requires input from ASD C3I. PM, TIS will document all recommended changes provided by ASD C3I.
Adopt PBSC as a preferred acquisition method for a wide range of IT services, including computer maintenance, software maintenance and support, and operation and maintenance of facilities.	PM, TIS will do this to the maximum extent possible.
Adopt Federal Supply Schedule Blanket Purchase Agreement Best Practices as a preferred acquisition method for DoD IT: Provide for technology refreshment, on-line shopping, reduce redundant BPAs. Realize streamlined acquisition process and best value in IT acquisition.	PM, TIS will do this to the maximum extent possible.



Adopt reverse auctioning as a preferred acquisition method and pricing tool for commodity-based IT competitive procurements.	PM, TIS will do this to the maximum extent possible.
Establish an acquisition Community of Practice (COP) responsible for recommending continual improvements to the IT acquisition process.	PM, TIS will utilize the collaborative tool provided by PM COP for document approval, discussion forums, and other IT improvement initiatives.

***Appendix B – TC AIMS II Block 2 Schedule***

To be included

## ***Appendix C – Community Agreements***

To be published